

City of La Verne

STRATEGIC PLAN

2016 UPDATE



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CITY OF LA VERNE 2016 STRATEGIC PLAN

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CITY MANAGER'S MESSAGE

The City's eleventh strategic planning effort took place on January 21-22, 2016. The purpose of the workshop centered on identifying priorities for the next 3 to 5 years and developing an implementation plan on a preferred outcome for these issues. The primary issue of concern was related to sustained fiscal health in light of rising costs and the ability to continue providing quality service to the community. Fortunately, revenues have increased as the economy has improved; however, expenditures are increasing at a higher pace. One-time revenues have assisted in balancing the budget over the past few years, but those one-time revenues are not stable or ongoing. It was important for City Council and staff to make a commitment to aligning revenue and expenditures, explore alternatives to maximize financial growth opportunities, and responsibly plan for future long-term financial needs.

The priorities presented to the City Council at the session are items that departments proposed with the goal of improving service from their respective areas and would take 3-5 years to achieve. There were certainly many other important issues; however, it was decided that issues with a lesser time frame to implement were more operational in nature and could be handled on a case by case basis or as part of the budget process.

As a result, the majority of the workshop's discussion focused on the following six topics: (1) Addressing the ongoing operating deficit; (2) Taking a proactive role in Transit Oriented Development related to the Gold Line area; (3) Creation of a City Gymnasium/Teen Center; (4) Funding needed for infrastructure improvements; (5) Addition of a Fire Captain Position at Fire Station 3 to expand service; and (6) Consideration for a two-year budget cycle. After some deliberation, the City Council placed priority on items #1 – 3 and included #4 (infrastructure needs) along with addressing the ongoing deficit. Staff will continue to identify alternatives for Station 3 (#5); and consideration of a 2 - year budget (#6), will be implemented administratively.

Several elements of the plan remain the same, as they have been instrumental in shaping the direction of important decisions. As such, they are still relevant since they were first developed, but have been updated to address current needs and issues. These pieces include: SWOT Analysis, Mission Statement, and Strategic Values.

Current and previous city councils are to be commended for the long-term commitment to this effort. Over the years, this document has proven to be an invaluable tool allowing the City to proactively develop plans on issues that confront the community. This "updated" plan provides a clear picture of the Council's vision.

In closing, appreciation is extended to the executive team for their collaborative approach in creating this document. Also, my gratitude is extended to the City Council for their collective team effort in developing a shared vision of how to best serve the constituents.

Bob Russi
City Manager

MISSION STATEMENT

The City of La Verne strives to maintain a full range of efficient municipal services to preserve our hometown charm and quality of life while being responsive to the community's current and emerging needs.

STRATEGIC VALUES

- **Service** – Our primary purpose and driving force is to deliver a variety of services and programs that meet basic human needs, including but not limited to, the protection of life and property, the provision of clean water, and the operation of sanitation systems. We also strive to proactively provide a wide variety of high quality services that directly impact quality of life within the community in an effective, efficient, economical and friendly manner.
- **Hometown Virtues** – Openness, accessibility, courtesy, community participation, volunteerism, a sense of heritage, and service with a “personal touch” that makes us unique in the vast Southern California metropolitan area. It is by design that our organizational structure is efficient and, by prevailing standards, relatively unbureaucratic. We strive to preserve that hometown charm while we continue to evolve and grow.
- **Quality of Life** – Beyond the provision of high quality services to satisfy basic human needs, we are concerned with quality of life issues that affect all members of the community. Concern for quality of life encompasses, but is not limited to, protection of the environment, sound infrastructure, safety, community aesthetics, access to education, and community and personal leisure activities.
- **Responsiveness** – Responsiveness includes responding to the ever-evolving needs of a diverse community and is key to citizen satisfaction. Community participation is encouraged and solicited. Feedback from citizens is welcomed and thoughtfully evaluated in the formation of public policy.
- **Sound Leadership** – Effective leadership and management of the organization is contingent on the competence and the active participation of the City Council, the City Manager, and the respective Department Heads. Sound leadership presupposes the quality of trustworthiness, integrity, and honest representation by all elected and appointed City officials while maintaining transparency through the decision-making.
- **Prudent Financial Management** - We embrace a tradition of fiscal conservatism that calls for prudent spending and maintenance of a sufficient general fund reserve to cover unanticipated expenditures. We strive to be proactive in finding innovative fiscal alternatives that enable us to continue to find creative means of funding the evolving needs of the community.

- **Teamwork** – The concept of teamwork is vitally important to the successful delivery of services. Joining of forces and pooling resources in a common effort is the rule and not an exception. Teamwork extends beyond the City Council and City departments to partnerships with outside agencies including commercial and community organizations which work jointly to provide a network of services within our community.
- **Pride** – As an organization we strive for and recognize excellence on a personal, organizational, and community level. The “Pride of La Verne” is not just the name on an orange crate label from our heritage, but a feeling of community involvement and commitment. This standard of excellence extends to the thousands of hours of volunteerism and employee commitment that support the delivery of services in the community including public safety, senior services, education, social services, and more.

SETTING OUR PRIORITIES

As confirmed in this year's workshop, being a full service city that provides a full range of municipal services to the community in the most cost effective manner is paramount to our identity. While much value is placed in doing what is necessary to maintain that standard, there are also other issues of concern that will affect the organization and as such, require our consideration.

Providing service is our primary objective and we will aim to ensure we can effectively provide the breadth, level, and full range of services that will meet the community's current and future needs. We will achieve that by:

- Understanding the community needs
- Proactive planning
- Providing financial stability
- Hiring and retaining quality personnel

During the workshop, departments presented a list of priority issues that had potential impact to their respective operations and required council direction. Collectively Department Heads and the City Council members reviewed each item and consolidated the list to three priorities that were deemed to be most significant to the organization. After evaluating possible outcomes, the City Council identified a preferred alternative for each. Following that, the group developed and agreed on the steps necessary to achieve each goal, which are detailed in the following implementation plans. It is important to note that since the preferred alternative only establish general direction to staff, subsequent council actions will be required as necessitated by each.

**Issue 1:
Addressing the projected operating deficit and funding for
infrastructure improvements through a revenue generating tax
measure**

Summary: Current fiscal year's budgeted deficit is approximately \$1.2 million. Although the reoccurring revenue base is expected to increase by \$400,000 over the next several budget cycles (primarily due to new development), the ongoing deficit will still exceed \$1 million at current staffing and service levels. Additionally, infrastructure needs exceed current funding levels. Areas of immediate concern include streets, parks, storm drains, and City buildings. Unless cuts to service and programs are desired to address these major issues, ongoing revenue must be increased by means of a tax increase ballot measure.

<u>Action Item</u>	<u>Responsible Party</u>	<u>Others Involved</u>	<u>How Evaluated</u>	<u>Anticipated Completion</u>
1) Engage Finance Council Sub-Committee	City Manager	Assistant to CM	Meetings held during process	March 2016
2) Identify needs: <ul style="list-style-type: none"> ➤ Evaluate infrastructure and facility needs ➤ Estimate current and future costs ➤ Prioritize need ➤ Reaffirm deficit projection and amount 	Public Works Director	City Manager and Department Heads	Completion of potential project list and proposed budgets	May 2016
3) Identify consultant <ul style="list-style-type: none"> ➤ Conduct interviews ➤ Execute contract 	City Manager	Council Finance Sub-Committee City Attorney	Contract executed	April 2016
4) Evaluate items in #1 & #2 above <ul style="list-style-type: none"> ➤ Research available revenue options ➤ Research methods for measure passage 	City Manager Assistant to CM City Attorney	Council sub-committee Department Heads	Exhaustive list of options and approval process prepared	April 2016
5) Begin initial informational effort <ul style="list-style-type: none"> ➤ Identify issues misconceptions that need addressed ➤ Create strategy ➤ Stories of success 	Assistant to CM	City Manager Department Heads City Attorney	Messages identified and featured in media outlets Public education	Immediate and ongoing

6) Council Study Session	City Manager	All Departments	Council direction	August 2016
7) Conduct community polling: <ul style="list-style-type: none"> ➤ Execute contract ➤ Create model 	City Manager	Consultant City Attorney	Results of polling	September 2016
8) Present polling results to City Council	City Manager	Consultant	Council approval of direction	October 2016
9) Re-work information strategy based on polling	City Manager City Attorney	Consultant Department Heads	New messages created and disseminated	November 2016

**Issue 2:
Proactive Role in Development of
Transit Oriented Development (TOD)**

Summary: Last year the Council authorized a Feasibility Study for EIFD connected to the Old Town La Verne Specific Plan. This is one of several ways the City can be a catalyst for development of this area. While infrastructure will be important for the anticipated transit-oriented developments, an EIFD will nonetheless have risks and divert current and future revenues away from other priorities.

<u>Action Item</u>	<u>Responsible Party</u>	<u>Others Involved</u>	<u>How Evaluated</u>	<u>Anticipated Completion</u>
<p>1) Outline areas that are impediments to development (Examples Include):</p> <p>A. Infrastructure Improvements (EIFD) B. Property acquisition C. City's Costs for Development C. Timing for approvals of projects D. Developer Understanding of Project area E. Developers Risk of projects success</p>	<p>CD Director</p> <p>City Manager</p>	<p>City Engineer</p> <p>PW Director</p> <p>Principal Planner</p>	<p>Summary of areas presented to Council</p>	<p>August 2016</p>
<p>2) Prioritize and outline methods to achieve items from #1</p> <p>A. EIFD</p> <ol style="list-style-type: none"> 1. Complete feasibility analysis 2. Meet with affected property owners 3. Define improvement and costs 4. Adopt resolution to create district 	<p>Consultant</p> <p>City Manager</p> <p>CD Director</p> <p>City Engineer</p> <p>PW Director</p>	<p>Principal Planner</p> <p>City Attorney</p> <p>LA County staff</p>	<p>Regroup following each step and prior to next step</p>	<ol style="list-style-type: none"> 1. Feb 2016 2. March 2016 3. May 2016 4. August 2016
<p>B. Property Acquisition</p> <ol style="list-style-type: none"> 1. Inventory of parcels to consider 2. Explore methods to approach: <ol style="list-style-type: none"> A. Zoning B. Eminent Domain C. Evaluate costs of each D. Other?? 	<p>City Council</p> <p>Principal Planner</p> <p>Finance Officer</p>	<p>City Attorney</p>	<p>Present schedule and cost estimate for each to City Council</p>	<p>Dec 2016</p>

<p>C. Initiate studies for particular uses that City would like to see occur in area</p>	<p>CD Director CD Department</p>	<p>City Manager</p>	<p>City Council Econ Dev Liaison Committee</p>	<p>December 2016</p>
<p>D/E. Costs/Timing for Development</p> <ol style="list-style-type: none"> 1. Review ability/legality of using permit fees offset project costs 2. Reduce Impact fees for preferred uses 3. Examine feasibility for accelerated approval process for area projects 	<p>City Manager CD Director PW Director City Attorney</p>	<p>City Engineer</p>	<p>Present options to City Council</p>	<p>June 2017</p>
<p>F. Understanding of Project:</p> <ol style="list-style-type: none"> 1. Develop overall Marketing Plan for area 2. Meet with developers 3. Area tours 4. Work with property owners on marketing uses and benefits to them 	<p>City Manager CD Director Principal Planner</p>	<p>Assistant to CM</p>	<p>Feedback from receiving parties</p>	<p>June 2017</p>
<p>3) Formalize appropriate actions for each component (Such actions may include)</p> <ul style="list-style-type: none"> ➤ Code amendments ➤ Formalized Policy/Strategy ➤ Funding appropriations ➤ Timelines 	<p>City Manager CD Director Principal Planner</p>	<p>PW Director City Attorney</p>	<p>City Council approval</p>	<p>Unknown</p>

Issue 3: Explore options for providing a Teen Center to the community

Summary: One of the key findings in the Parks Master Plan was the construction of a City Gymnasium/Teen Center to serve our teen population with various programs, activities, and workshops. During the 2016 Strategic Planning, participants agreed that although a gym associated with the Teen Center would be ideal, it is not economically feasible. Therefore, direction was given to explore options for a scaled down Teen Center as the only alternative.

<u>Action Item</u>	<u>Responsible Party</u>	<u>Others Involved</u>	<u>How Evaluated</u>	<u>Anticipated Completion</u>
1) Establish a City Council Committee	CS Director	City Manager	Selection of Members	April 2016
2) Evaluate site options: <ul style="list-style-type: none"> ➤ Current City owned locations (i.e. park) ➤ Add on to current facility ➤ Acquisition ➤ Location via partnerships (ULV, BUSD) 	CS Director	City Manager PW Director CD Director	Cost benefits analysis of Various locations	July 2016
3) Facility option analysis: <ul style="list-style-type: none"> ➤ Brick and mortar ➤ Prefabricated building ➤ Other _____ 	CS Director	City Manager CD Director	Analysis of facility options	October 2016
4) Design concepts and costs	CD Director Architect	City Manager PW Director CD Director	Options for design w/ construction cost	March 2017
5) Projection of costs and potential funding <ul style="list-style-type: none"> ➤ Facility ➤ Location acquisition ➤ Annual maintenance & Staffing ➤ Projection of alternatives to fund project 	CS Director City Manager PW Director	City Attorney Assistant to CM	Options for building and costs for operating	June 2017
6) Pursue source of funding	CS Director City Manager Assistant to CM Grant Consultant	PW Director Finance Officer	Funding Secured	TBD

Appendix A

SWOT Analysis

S.W.O.T. ANALYSIS

A SWOT analysis enables an organization to examine the internal and external environment in which it is operating. By truly understanding our operating environment, we can better establish objectives and goals to fulfill the mission of providing a full range of effective municipal services to members of our community.

“SWOT” stands for strengths, weaknesses, opportunities, and threats. Strengths and weaknesses refer to our internal environment and how we as an organization respond to opportunities and threats, or the external environment. During the 2016 Strategic Planning Session, City Council and Staff identified the following strengths and weaknesses:

Strengths - What do we do well?	Weaknesses - Where can we improve?
<ul style="list-style-type: none"> • Adaptive organization with strong collaborative partnerships with outside agencies • Supportive and proactive leadership/management • Supportive working environment with and between departments • Innovative approaches to problem solving • Ability to accomplish a great deal with a very lean staff • Employee recognition • Being readily accessible to the community and responsive to their concerns • Fiscal stability relative to the amount of debt in comparison to other agencies 	<ul style="list-style-type: none"> • Communication Systems: Interdepartmental, interoperability, and Fire radio analog concerns • Joint CJPIA • Promote the City better through external communication and education regarding City needs and issues • Employee training/cross-training for individual growth and succession planning • Aging infrastructure • As a small agency, limited in ability to influence greater changes • Limited ability to expand retail base (market disadvantage, geography, commercial corridor proximity to the freeways) • In attempting to do more with less, we may “walk a fine line” with overextending our resources and staff

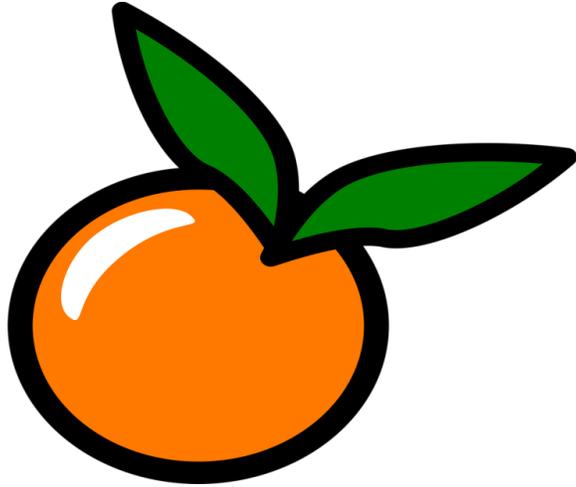
Opportunities and Threats are often outside of our control, but could impact the organization. They include changes in technology, social patterns, population profiles, the economy, design standards, and federal or state government policy and funding.

A review of opportunities and threats identified the following areas where our attention should be focused.

Opportunities	Actions
Enhance Foothill Blvd	<ul style="list-style-type: none"> • Continue proactive approach in attracting business to Foothill Blvd.
Extension of the Gold Line and Transit Oriented Development along Arrow Hwy	<ul style="list-style-type: none"> • Remove impediments to development • Market area to potential developers • City explore ways to be catalyst to development area • Accelerate public improvements in the area • Encourage funding of Gold Line extension to Montclair
Maximize partnership efforts with other organizations, i.e. ULV, BUSD, Tri-City Mental Health, Pomona Valley Humane Society, etc.	<ul style="list-style-type: none"> • Study the feasibility of joint efforts for facilities development and maintenance • Study the feasibility of joint efforts for providing additional services in the community
Promote and brand La Verne better	Promote the City on the City website through: <ul style="list-style-type: none"> • Use of new logo • Improve methods of communicating projects and accomplishments • Expand use of social media outlets • Wayfinding signage • Logo on street signage • Update entry monument signs
Supportive business community and active Chamber of Commerce	<ul style="list-style-type: none"> • Work with Chamber to expand communication with existing businesses
High level of citizens' trust and involvement (volunteerism)	<ul style="list-style-type: none"> • Maintain that relationship by improving communication with residents on needs and challenges

<u>Threats</u>	<u>Mitigating Factors</u>
Sudden loss of revenue due to economic downturn and State mandated revenue shifts/take-aways/costs/changes in law or interpretation of the law	<ul style="list-style-type: none"> • Maintain a balance of revenue sources to lessen dependency on one area • Enhance public information efforts to better educate and mobilize the voting public relative to State legislative issues • Restate and emphasize position on funding issues with elected State representatives • Remain versed in emerging issues and changing laws
General public dissatisfaction with government overall and taxes	<ul style="list-style-type: none"> • Improve message and method of communication with projects • Explore ways to improve transparency • Continue prudent fiscal management and how that is being practiced • Preserve level of trust
Insufficient financial resources to provide services and maintain infrastructure and/or staffing	<ul style="list-style-type: none"> • Spur commercial and industrial development through citizen sensitive economic development • Investigate additional alternative revenue sources • Explore cost-effective organizational innovations (i.e. 36-hour work week)
Natural or man-made disaster	<ul style="list-style-type: none"> • Promote citizen self-help awareness and preparation through community and neighborhood education • Enhance preparedness and on-duty assistance capabilities of City employees • Coordinate the emergency preparedness and response capabilities of public and private schools to interface with City efforts
Citizens' expectations beyond the City's scope and capabilities	<ul style="list-style-type: none"> • Continue public information efforts relative to available resources and the mission of the City • Make better use of technologies to reach segments of community • Publicize City's maintenance programs/CIP

<p>Future of Chamber of Commerce</p>	<ul style="list-style-type: none"> • Improve non-monetary efforts of extending support including regular Council/staff attendance at events • Improve sharing of information on new businesses
<p>Realignment of State and Federal Programs that will result in an increase of service demands (i.e. AB 109/Affordable Health Care Act)</p>	<ul style="list-style-type: none"> • Collaborative relationships with neighboring and countywide police agencies and resources • Fairplex property “buffer zone” between La Verne and cities with higher criminal statistics • Relatively low number of incarcerated residents • Improve technology to provide efficiency using current staffing levels to accommodate new demands
<p>Mis-information on Social Media</p>	<ul style="list-style-type: none"> • Respond publically and respectfully • Develop a non-bias fact sheet on the issue • Ask for a retraction



Appendix B

Goals and Objectives



City Council

Operational Strategy

Objectives and Goals

1. Each department has established a set of Operational Strategies. These objectives provide a focus for each department in carrying out our mission of providing a full range of effective municipal services to members of our community.
 - ❖ To work together as a team in meeting the challenges which face the City.
 - ❖ To obtain the necessary training to develop expertise in each Council member's individual fields of interest and assignment.
 - ❖ To further develop and strengthen working relationships with the City Manager and Department Heads.
 2. Based on the operational goals, each department has a set of Long-Term Goals. These project goals have been strategically identified by each Department Head, the City Manager, and the City Council.
 - ❖ To concentrate on long-range strategic planning objectives rather than on short-term solutions.
 - ❖ To achieve greater financial stability for the City through emphasis upon economic development.
 - ❖ To maintain and improve the quality of life for all citizens of La Verne through realization of the long-term objectives of each operating department.
 3. From the long-term goals, a comprehensive Six-Month Project List provides the short-term action plan for achieving the long-term goals. The current six-month project list is attached to this document as an appendix and is updated every six months.
 - ❖ To develop and maintain community partnerships for the provision of public services and meeting challenges of mutual concern. Examples of ongoing community partnerships include the Chamber of Commerce, Bonita Unified School District, Pomona Valley Transportation Authority, Tri-City Mental Health Authority, University of La Verne, etc.
 4. The only exception is the City Council. As a policy-making body, the Council establishes direction and all operational activities are the responsibility of staff; therefore, the Council only has established a set of operational strategies.
 - ❖ To encourage and facilitate creative, careful, and sound financial management. Examples include innovative financing techniques when appropriate and Council review of the budget on a quarterly basis.
-

Long-Term Goals

City Manager's Office

Operational Strategy

1. To achieve and maintain a balanced budget and to maintain a general fund reserve balance which equates to 15 percent of the total City budget.
 2. To foster and promote an effective Department Head -- City Manager -- Council management team.
 3. To enhance the City's financial stability through citizen-centered economic development and careful but creative financial management.
 4. To ensure the operation of an efficient and effective organization in the delivery of municipal services.
 5. To maintain stable, productive labor relations with all City employees & organizations.
- ❖ Continually evaluate the fiscal viability of the City and develop alternative solutions to major fiscal threats.
 - ❖ Facilitate commercial/industrial development within the Industrial, Foothill Boulevard and Old Town Specific Plan areas.
 - ❖ Pursue an aggressive development
 - ❖ Enhance existing revenue sources and constantly monitor City expenditures.
 - ❖ Explore partnership opportunities
 - ❖ Continually monitor and correlate departmental work programs and the Strategic Plan to provide a clear sense of direction for organizational goals and priorities.
 - ❖ Provide enhanced supervisory and leadership training.
 - ❖ Enhance public information efforts through technology, i.e., Internet, email and social media.
 - ❖ Closely monitor the City's general liability and workers' compensation risk management programs.
 - ❖ Facilitate regular interaction between the Council and employee associations & organizations.
 - ❖ Address departments' staffing demands and workloads as personnel levels are reevaluated.

City Clerk's Division

Long-Term Goals

Operational Strategy

1. To provide quick, courteous, accurate information to citizens relating to governmental processes.
 2. To foster and maintain effective citizen participation in the City Council, election, and processes.
 3. To develop an easy to use record keeping and management information system to serve the Council, staff and citizens.
 4. To provide efficient clerical and technical support to the City Council and the administrative offices.
- ❖ To implement the automated legislative history system.
 - ❖ To revise and update the Municipal Code so that it is understandable to the general public.
 - ❖ To provide as much public information as possible using the Internet, including Council and commission agendas, meeting schedules, and voting information.

Community Development Department

Operational Strategy

1. To preserve and enhance the City's quality of life and historic/aesthetic characteristics.
2. To promote economic development (i.e., commercial and industrial).
3. To maintain land-sensitive residential development.
4. To coordinate the various master plans and ordinances with the General Plan.
5. To enhance the Department's internal operations, efficiency, and public image.
6. To address and implement State mandated local planning requirements.
7. To provide technical and analytical skills to citizens, Council, and other departments.

Long-Term Goals

- ❖ Processing of current planning projects under State law and local standards.
- ❖ Implement the General Plan, zoning ordinance, and specific plans.
- ❖ Continue periodic review and updates as necessary of the General Plan.
- ❖ Pursue strategies for economic development to protect La Verne's economic future.
- ❖ Develop a neighborhood strategy for ageing neighborhoods to prevent physical decline, crime and other concerns.
- ❖ Continue streamlining development process
- ❖ Pursue and utilize leading edge communications technology.
- ❖ Encourage and participate in efforts to preserve and maintain existing and future open space resources through local and regional efforts.
- ❖ Address and provide for transportation needs of the community (including vehicular, pedestrian, public transportation, and bicycle).
- ❖ Ensure a variety of housing types available to all economic segments of the community.
- ❖ Foster a diverse mix of business and industry to serve community needs.
- ❖ Preserve and protect existing cultural resources, with expanded programs where warranted (e.g. public art, historic preservation, etc.)
- ❖ Serve as a catalyst to ensure balance between the impacts of business and development and the protection of the community's residential quality of life.
- ❖ Foster good planning with local institutional uses to benefit entire community.

Long Term Goals

FIRE DEPARTMENT

Operational Strategy

1. Monitor and coordinate all areas of the Fire Department service delivery system to ensure the most effective and efficient service possible with the available resources.
 2. Maintain a plan that addresses current and future Fire Department needs for facilities, equipment, and personnel.
 3. Enhance professional development and physical standards for all emergency response personnel.
 4. Maintain a quality multi-hazard emergency preparedness/response plan and effectively promote and exercise the plan within the City organization and the community at large.
- ❖ Implement the new Fire Department Strategic Plan.
 - ❖ Continually evaluate technological advances as applicable to support and delivery of emergency services.
 - ❖ Study the feasibility of establishing a Fire Training Facility/location.
 - ❖ Provide and support educational opportunities for career development.
 - ❖ Maintain a quality assurance program for emergency medical services.
 - ❖ Maintain and improve the Department's physical fitness program.
 - ❖ Evaluate various funding mechanisms to maintain or provide more on-duty staffing.
 - ❖ Develop community education programs including enhanced efforts to promote citizen self awareness and preparation.
 - ❖ Evaluate and recommend enhanced emergency preparedness capabilities for on-duty personnel.

Long-Term Goals

FINANCE DIVISION

Operational Strategy

1. To expand or preserve the City's financial resource base in order to maintain established municipal service levels.
 2. To provide a modern, high standard of fiscal reporting, cost accounting, revenue and expenditure control system.
 3. To provide a system of prioritizing the Capital Improvement needs of the City.
 4. Monitor and manage the City's financial assets.
- ❖ Maintain a comprehensive property tax management program.
 - ❖ Provide efficient billing and collection system
 - ❖ Maintain and update sales tax monitoring system.
 - ❖ Administer bond financings and other various long-term debt obligations.
 - ❖ Maintain a parcel accounting and property management database.
 - ❖ Administer the five-year capital improvement program.
 - ❖ Study and pursue additional alternative revenue sources.
 - ❖ Administer scheduled CFD increases and monitor impacts.

INFORMATION SYSTEMS DIVISION

Operational Strategy

1. Use information systems to conserve limited resources by making the most cost effective use of City staff and equipment.
2. Provide the best service to the public through use of technology to provide information quickly, accurately, and appropriately.
3. Provide the best basis for management decisions, the best tools for the presentation of analyses and evaluations, and the most consistent treatment of routine transactions.
4. Use information systems to provide the best working conditions for La Verne employees, accomplish menial and repetitive chores, and allow more productive use of staff time.
5. Use information systems to support communications among City staff and between staff and the public, expedite the communication of messages and documents whether in the form of voice, image, or data.

Long-Term Goals

- ❖ Complete the development of a high-speed Intranet linking all City facilities.
- ❖ Study the need for acquisition of additional hardware and software.
- ❖ Use technology to improve communication with citizenry.

Long-Term Goals

POLICE DEPARTMENT

Operational Strategy

1. Maintain a crime rate which keeps La Verne in the lower one-third ranking of cities for crime rated in the State of California.
 2. Maintain a high level of service measured by response times which are acceptable to the community.
 3. Emphasize the positive image of the Department through proactive community relations programs.
 4. Enhance efforts in specialized areas including cultural awareness, crime prevention, drugs and alcohol enforcement, school crimes, and traffic.
 5. Enhance responsiveness to employee needs with an emphasis on a healthy work environment.
 6. Work cooperatively with local, state, and federal law enforcement agencies to maintain open communications and networking opportunities.
- ❖ Monitor Part I crime rate as defined in the FBI Uniform Crime Report and ensure that rates do not increase by more than the State average through proactive enforcement measures.
 - ❖ Pursue efforts of responding to emergency calls in under three minutes and eleven minutes or less for non-emergency calls.
 - ❖ Maintain a strong and highly visible profile in the community, as staffing levels permit, through the following programs: school resource officer, active participation in the Youth and Family Action Committee, Citizens' Academy, Retired Senior Volunteer Patrol (RSVP), and an active neighborhood watch program.
 - ❖ Maintain specialized units within the department, as staffing levels permit, such as the crime prevention bureau, school resource officer program, motor officer program, and special enforcement team to address specific areas of concern including cultural awareness, crime prevention, drug and alcohol enforcement, school crimes and traffic.
 - ❖ Provide technology, equipment and facilities that creates a comfortable and stable work environment. This includes replacing aging radio communications equipment and developing a plan with secure funding for the expansion and remodeling of the police facility.
 - ❖ Maintain a proactive code enforcement program with defined priorities and established protocol that will preserve the quality of life throughout the community.
 - ❖ Explore regionalization opportunities with neighboring agencies to consolidate services, programs, and/or facilities such as the Foothills Special Enforcement Team (FSET) and Foothill Air Support Team (FAST) that will provide enhanced, cost effective law enforcement services to the community.

**COMMUNITY
SERVICES
DEPARTMENT**

Long-Term Goals

Operational Strategy

1. To develop parks and recreation facilities according to the Park Master Plan.
 2. To enhance the delivery of recreation and community service programs to the community with particular emphasis on youth, senior citizen, and teen populations.
 3. To effectively manage and market the Community Center, Veteran’s Hall, and Oak Mesa facilities in a cost effective manner.
- ❖ Implement park development and improvements as outlined in the Parks and Community Services Master Development Plan and revise as needed.
 - ❖ Study other funding methods to finance park and tree maintenance.
 - ❖ Evaluate the possibility of additional park user fees.
 - ❖ Continue focus on Community Center, Veteran’s Hall, and Oak Mesa marketing/management strategies.
 - ❖ Study options to better serve senior, youth, and teen group populations.
 - ❖ Explore the use of privately owned facilities for use of cultural and recreational programs.

PUBLIC WORKS DEPARTMENT

Operational Strategy

1. To plan for and provide required infrastructure to accommodate the needs of the City.
2. To determine and provide for an adequate level of service and maintenance for the City.
3. To comply with all federal and state mandated requirements on a timely basis.
4. Maintain a limit on potential liabilities.
5. Reduce City's dependence on import water supplies.
6. Pursue grants and/or alternative funding sources for infrastructure maintenance and service enhancements.
7. To maintain the grounds of all park facilities at an acceptable level.

Long-Term Goals

- ❖ Maintain a 3-5 year capital improvement plan including widening of major arterial streets, traffic signal grid system, underground utility districts, improved streetscape, new and replacement water system needs, etc.
- ❖ Develop and maintain a computerized maintenance program (e.g., Pavement Management Program, Maintenance District Program, Water System Preventative Maintenance, etc.).
- ❖ Computerized right-of-way management for Public Works Department (e.g., right-of-way information, stop signs, traffic and street name signs, equipment, utilities, etc.).
- ❖ Coordinate compliance with State mandated waste management requirements (AB 939).
- ❖ Coordinate compliance with Federal and State mandated NPDES (storm water) requirements.
- ❖ Maintain emphasis on water conservation.
- ❖ Investigate alternative funding sources for infrastructure maintenance.
- ❖ Maintain Park maintenance at Level B
- ❖ Continue implementation of xeriscape program in landscape area where appropriate.

Appendix C

Financial Outlook

FINANCIAL OUTLOOK

Understanding the current and future fiscal make up of the organization is key in developing a plan for allocating resources and identifying what can be done. In part due to the strategic planning process, staff and Council have been very creative in developing nontraditional methods of enhancing revenue streams. These nontraditional sources have been crucial in maintaining a balanced budget. However, one-time funding solutions, while creative and beneficial, are not reliable for long-range financial planning. Revenue projections are consistent with a recovering economy at the local level based on staff's understanding of impacts of trends and development activities. Thus, careful evaluation of existing operating expenses is needed to ensure resources are used in the best and most economical manner.

Revenues, Expenditures, and Changes in Fund Balance General Fund – Growth Including Other Factors

	Budgeted 2015-16 Amounts	Projected 2016-17 Amounts	Projected 2017-18 Amounts	Projected 2018-19 Amounts	Projected 2019-20 Amounts
Revenues					
Property Taxes	\$ 7,032,500	\$ 7,250,000	\$ 7,745,000	\$ 7,992,900	\$ 8,144,000
Other Taxes	7,680,000	7,800,000	7,917,000	8,035,000	8,155,000
Licenses & Permits	2,552,000	2,280,000	1,500,000	1,530,000	1,561,000
Intergovernmental	3,176,200	3,300,000	3,366,000	3,433,000	3,502,000
Services, Misc. & Transfers	9,006,100	9,425,000	9,617,000	9,746,000	9,872,000
Total Revenues	29,446,800	30,055,000	30,145,000	30,736,900	31,234,000
General Fund Expenditures	30,657,335	31,191,000	30,929,000	31,546,000	32,176,000
Net change in fund balance	(1,210,535)	(1,136,000)	(784,000)	(809,100)	(942,000)
Fund Balance, beginning of year	12,485,343	11,274,808	10,138,808	9,354,808	8,545,708
Fund Balance, end of year	\$ 11,274,808	\$ 10,138,808	\$ 9,354,808	\$ 8,545,708	\$ 7,603,708

The chart above reflects projections through FY 2019-20 using the current 2015/16 budget as the base. Projections on future revenue and expenditures assume normal growth patterns and known anomalies over the next five years. These anomalies include increases in potential taxes from development and recovery of Proposition 8 losses on the revenue side and assumes the restructuring and payoff of debt and increase in costs associated to retiree related benefits on the expenditure side.

Appendix D

Resource List

PLANNING RESOURCE LIST

In addition to the strategic plan there are many documents that staff uses to make decisions on policies and to provide guidance on direction for the City. Each document is created with a specific purpose in mind. The focus of these documents includes land use, financial plans, city codes, master plans of local entities and many others. Each of the listed resources has been formally adopted by the City Council and is updated as needed.

Due to the nature of the strategic plan and the effects that each of these documents has on our decision making process, identifying them, as a point of reference seems appropriate.

Municipal Codes - Local laws established by the City Council to govern items under local control.

General Plan - Updated every ten years, this document identifies permitted land uses within the city and sets policy on a variety of development-related issues.

Housing Element - Updated in 2014, this document identifies current and future housing needs, while establishing programs that facilitate preservation and development of homes through 2021.

Guiding Principles for Community Conduct - Adopted by the City Council in 1999, the principles are used to serve as a reminder for adults to serve as role models.

Fire Department Strategic Plan - Developed in October 2016, this plan identifies and prioritizes projects for the Fire Department over the next five years.

Parks & Recreation Facilities Master Plan - Updated in 2006, this plan identifies long-range development strategies for parks and recreational facilities in the community.

Lordsburg Specific Plan - Updated in 2013, this document provides zoning, historic preservation guidelines, and development standards for Lordsburg residential neighborhoods.

Old Town Specific Plan – Created in 2013, this document provides zoning, historic preservation guidelines and development standards for the historic Old Town area.

Arrow Corridor Specific Plan - This document provides zoning and development standards for this predominately industrial and business park area between Arrow Highway and Brackett Airport.

Annual Budget Document - Adopted annually, the budget is created to identify City financial needs versus the projected resources.

Consumer Price Index - Used by various Departments to forecast expenses.

Water Master Plan - Document that guides the orderly growth of the City's water delivery system in accordance with the General Plan.

Sewer Master Plan - Document that guides the orderly growth of the City's sewer system in accordance with the General Plan.

Employee Memorandum of Understanding - These documents are developed through discussions with recognized associations and individual groups on issues related to compensation and working conditions for their represented employees.

City Administrative Regulations - Compilation of policies and procedures established to provide City staff with direction on specific issues.



The following listed documents detail each institution's plans to deal with future growth and development. While the City is not responsible for implementation of these plans, they do require City Council approval at time of creation and whenever amended.

Damien High School Master Plan
Lutheran High School Master Plan
Hillcrest Master Plan
University of La Verne Master Plan
Various Residential Specific Plans